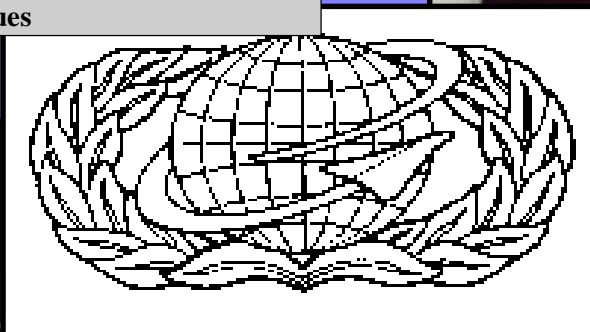
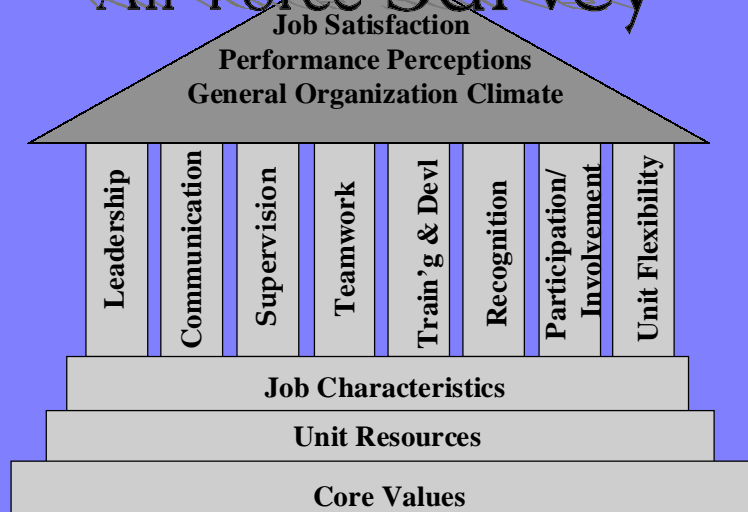


# *Air Force Center for Quality and Management Innovation* **INNOVATOR**

*April 20, 1998*

## Air Force Survey



***The times  
they are  
a-changin'***

# INNOVATOR

Vol. 2, No. 1

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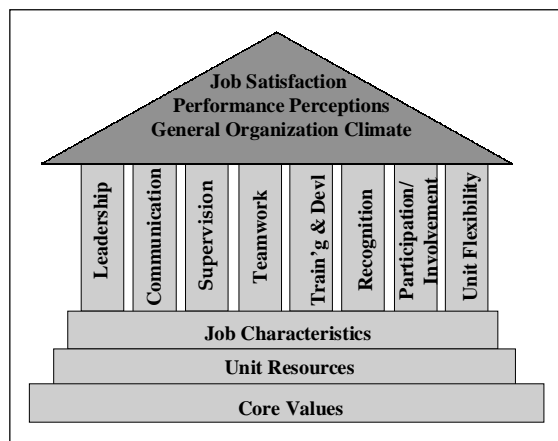
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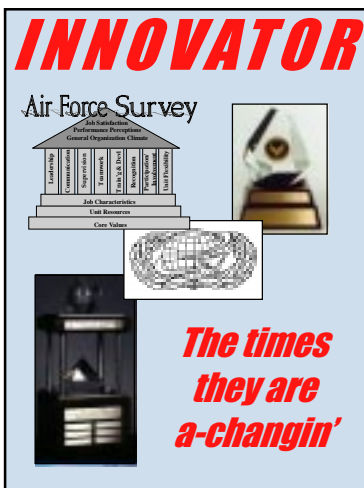
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#### ABOUT THIS ISSUE:

Many changes are going on in the MQ field and throughout the Air Force. We're focusing on operationalizing quality and blazing a new path to how the Air Force will do business in the future.

# Operationalized quality serves the Air Force instead of the Air Force serving quality.

**By Brig. Gen. Hugh Cameron**  
*Commander, AFCQMI*

During the February Corona, the Air Force Chief of Staff, Gen. Michael Ryan, laid out new guidance for operationalizing quality throughout our Air Force.

This is reflected in the new Air Force strategic plan, where the chief is quoted as saying "If we perform our assigned mission tasks with excellence, and improve that performance in a measurable way, we are operationalizing quality."

Does this mean we're stepping away from quality — that quality is "dead?" Absolutely not. What it means is we're refocusing our efforts on how we use and apply quality. We will operationalize quality through organizational performance planning, which establishes Air Force goals, aligns tasks to missions, and establishes performance priorities with specific performance measures and standards.

In operationalizing quality, we move to a strategy-to-task concept versus a process-centric approach and discontinue using Baldrige-based criteria as an assessment tool. Although Baldrige did work for some units, many viewed it as too complicated, saying it didn't easily translate to our military culture.

The strategy-to-task concept still starts with a well-developed strategic planning effort. It provides a clear, simple and traceable relationship from the task our newest airman perform linked to the unit's mission essential tasks. This, in turn, links to the Air Force Strategic Plan.

Additionally, we will establish meaningful performance measures (with solid standards) that help us understand how well we're performing our tasks (at all levels). We can then focus our precious resources on improving our performance. In a nut shell, we will plan, perform, assess performance and then plan again with the goal of constantly improving performance.

Quality has to perform for us — a tool to enable us to accomplish our mission faster, better and cheaper. The new vector will require a lot of effort to develop and deploy throughout our Air Force, but promises to be the right tool at the right time to help us meet the challenges we face. Lt. Gen. Lawrence Farrell, deputy



Cameron

chief of staff for plans and programs, sent a message to the field April 10 concerning operationalizing quality. I encourage everyone to read this excellent discussion on this subject. (See Page 6)

There are other important tasks facing us. Two which will demand much of your tremendous talents over the next several years are discussed in the Annual Programming and Planning Guidance — outsourcing and reengineering.

You should be well aware by now about the difficult resources challenges facing not only our Air

Force but all the military services and these budgetary pressures are likely to continue. Outsourcing and reengineering are but two of the tools you will be called upon to use to help free up money to help the Air Force do the mission of the future. Just as with operationalized quality, outsourcing and reengineering can help us accomplish our mission faster, better and cheaper. You are key to the success of these efforts.

The Air Staff sets the policy and direction for this program, but you play the vital role of implementing those policies. To give you an idea of the task ahead, the Air Force already outsources and privatizes 20 percent of our functions. We are looking at outsourcing or privatizing another 7 percent in the 1999-2003 program. Of course, reengineering can also help us find needed efficiencies and will be a key element with an emphasis on driving substantial changes in the way the Air Force does business.

In closing, as I prepare to leave AFCQMI for 9<sup>th</sup> Air Force, let me take this opportunity to thank everyone in the manpower and quality community for your patience and support over the past year and a half. I've gained much respect for the tremendous contributions you make to our Air Force. While my learning curve has been all too shallow (my shortcoming, so to speak), I've learned much from so many consummate professionals both here at the Innovation Center and through my many visits to both the Air Staff and the field. Again, thanks and all the best to each of you as you serve "the world's most respected air and space force" and the greatest country on earth! ☆

# Getting the word out on outsourcing and privatization

**By Gen. Michael E. Ryan**

*Air Force Chief of Staff*

One of the most significant issues facing the Air Force today is Outsourcing & Privatization.

It represents a fundamental change in how we provide essential services and how we perform key mission support tasks. Because O&P is such a dramatic departure from past practices and is associated with reductions in military and civilian levels over the next six years, there is some apprehension across the Air Force.

Our people must understand what O&P is, why it's important to the Air Force, and how it will impact the workplace and jobs. The following captures my thoughts on this subject and is a good starting point to answer some of the questions that feed apprehension in the force. I encourage each of you to lean forward and actively communicate this to our people.

Over the past several years we have worked hard to streamline our combat forces. Now it is time to focus on identifying and freeing up excess resources committed to our support functions. The Air Force must become more efficient to afford capabilities to support today's military requirements and to provide adequate investments for the future. The means to do this is through the O&P process.

What is outsourcing? Outsourcing through a competitive process is one way to provide support services more efficiently. It is not about the elimination of a service or function. It is about finding the most effective procurement of that service or function through a competition open to both private contractors and government employees.

What is privatization? Privatization is a slightly different concept. In privatization the AF goal is to get out of the business of performing a particular



**Gen. Ryan**

function. With privatization of a function the AF will now look to the private sector to perform specific tasks and own, operate and maintain the resources required to get the job done.

O&P is necessary to free up critical dollars to modernize our forces and maintain our combat superiority. Since FY85, our Air Force budget has dropped by 50 percent. The Air Force budget is nearly flatlined over the next six years, even though our modernization, infrastructure, readiness and personnel cost requirements continue to grow. The average age of Air Force aircraft ranges from 11 years (F-15) to 35 years (KC-135 and B-52). Through the O&P process, we project that \$1.6 billion will be available for modernization by FY03.

O&P allows the Air Force to concentrate on its core warfighting competencies. The O&P program protects activities most closely tied to our warfighting requirements, deployment requirements and those requirements defined as "inherently governmental." An inherently governmental function is one that must be performed by a government employee, either military or civilian, and includes activities that require making decisions or obligating money on behalf of the government.

O&P preserves our critical support capability at less cost. Outsourcing does not result in a loss of capability. It is simply a shift to a more efficient procurement of an existing capability. Savings are accrued despite short-term costs associated with changing from military or civilian workers to contractors: for example, costs of incentivized separation or retirement programs, civilian buyouts, permanent change of station and retraining.

Through privatization, O&P provides leverage to help rejuvenate aging Air Force family housing by partnering with the private sector. We are facing a significant backlog of needed replacement, repair and upgrade work on existing housing. Money is not available to meet these needs in total for decades.

Housing privatization will leverage government investment dollars by a three-to-one factor to meet improve-

ment and replacement requirements sooner. The Air Force owns 110,000 housing units in the CONUS and overseas, and the average age of this housing is 35 years old. Of that total, 25 percent are at least 40 years old, so it is crucial that we begin repair and replacement efforts now. The Air Force housing master plan will make the most effective use of all sources of funds, private capital MILCON, and O&M, to revitalize all housing. This approach makes good financial sense and will improve quality of life for Air Force people.

In the future we will see some reductions in the number of people, but not like the massive reductions of the past. O&P reductions are moderate in light of the overall drawdown the Air Force has been undergoing since 1986. The Air Force was already projected to draw down by 39 percent between FY 86 and FY03 from 872,000 to 529,000. O&P projections, phased in over five years, will account for approximately another 25,000, or only five percent, between FY 98 and FY03.

With these additional personnel drawdowns comes concern that our people will have to do more with less. O&P does not result in a loss of capability, but rather a shift in how we get the job done. Bottomline here is those people who remain will not carry the weight of O&P on their backs.

We are aware that contractor performance is a key concern. The fear is that if the contractor "stumbles", blue-suiters will have to pick up the slack. We will not let this happen. We will ensure that the contract includes incentives for superior performance and penalties for non-performance. With the right leverage imbedded in the contract, we will make sure that contractors performance is strong.

Our people need to know there will be time to plan and decide on the direction their careers will take. Changes due to O&P are not projected to begin until FY00 and will continue through FY04.

For those military people affected, we will offer cross-training opportunities into viable career fields, while continuing



emphasis on quality of life. We will continue to refine and outline O&P impacts on specific AFSCs. O&P also allows us an opportunity to improve quality-of-life. As mentioned in paragraph 8, the Air Force housing privatization initiative accelerates the replacement of substandard housing. Additionally, base-level services will be maintained and perhaps improved.

We will support those military and civilian members who choose to leave the Air Force with ample time to plan

and prepare, robust transition programs, and when appropriate, early release and incentivized programs. For our military members, we have requested Congress extend the authority to use special drawdown programs through FY03; these programs include temporary early retirement authority, voluntary separation incentive and special separation benefit, time in grade and commissioned service time waivers. For civilians, we will utilize incentivized transition programs such as voluntary

separation incentive pay, voluntary early retirement authority and the priority placement program. In addition, we will make every effort to retain employees through reassignments and retraining.

I understand the apprehension and uncertainty O&P causes all people of our Air Force. As we redefine our military, civilian and contractor mix, I give you my word that we will use voluntary force shaping tools to the maximum extent possible. O&P's impact on our people,

our mission and our Air Force is significant. We are being prudent with our O&P plan; cautious with the approach and methodical in its design. We have scaled back the program from the original numbers to make sure we do it right. Smart implementation is absolutely essential to sustaining the world's finest air and space force into the 21st century. ☆

## *CSAF addresses O&P issues*

### **Q: What is the difference between outsourcing and privatization?**

A: Outsourcing is the competing of support services between public and private industry. The government retains full responsibility and control over the delivery of those services whether provided by government employees or contractors. Privatization is the transfer of control of a target business asset and/or associated activity from the public to the private sector; it's also characterized by the shift from public to private capital for the fundamental, long-term financial investment required. Currently, the two areas the Air Force has plans to privatize are Military Family Housing and utilities.

### **Q: Will O&P result in a massive reduction in the number of Air Force people assigned to support career fields?**

A: No. The Air Force was already projected to draw-down 39 percent (since 1986) by FY03, the O&P personnel losses only add another five percent. This includes reductions in support career fields as a result of O&P. So, while O&P will result in personnel reductions, we do not anticipate losses comparable to those in the early '90s.

### **Q: Bottom-line, how many jobs, both military and civilian, will be replaced by contractors?**

A: It is too early in the process to determine how many jobs will be replaced by contractors. There is an extensive process to bid for jobs and some functions will likely remain in-house, performed by government employees. We have done almost 1,200 competitions in the past and about 60 percent of them were awarded to contractors and 40 percent stayed in-house. If this trend continues, approximately 25,000 AF jobs may be replaced by contracts.

### **Q: What are the considerations given to ensure outsourcing makes sense?**

A: O&P makes sense only if it meets Air Force needs for the future force. Therefore, the number one O&P goal is to sustain readiness, followed by improving performance, quality, efficiency, and cost effectiveness of AF activities; generating savings for modernization; and focusing personnel and resources on core activities.

### **Q: Can you define the steps used in determining whether outsourcing will be used?**

A: There is a decision tree process by which each function is evaluated to determine if O&P is feasible. One of the first steps is to determine if the function is inherently governmental or a commercial activity (a recurring service that has the potential to be provided by a non-government source). The next major step is to exempt commercial activities required for national defense (i.e., military essential, wartime required). The last consideration is whether to compete the remaining commercial activities with the private sector to determine if outsourcing the function is cost effective.

### **Q: What is "JUMP START"? What does it have to do with O&P and with the Quadrennial Defense Review?**

A: JUMP START is the next large round of outsourcing for the Air Force. It targets non-military essential functions, generally in support areas that are being identified jointly by the Air Staff and the MAJCOMs. It provides a means to meet QDR requirements for the Air Force of the 21st century, while generating savings for modernization. In other words, JUMP START is the program name for a systematic approach to identify O&P candidates, to help meet recommendations that came out of the QDR. The results of JUMP START will be implemented from FY00 to FY03. ☆

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# *AF takes next step in approach to quality*

*(The following text is from an April 10, 1998 message on operationalizing quality)*

**By Lt. Gen. Lawrence Farrell**  
*AF/XP*

The Air Force is implementing a new approach to quality.

This message summarizes the approach which was agreed to at Corona South '98 to operationalize quality. This new approach is evolutionary; building upon the lessons learned through previous quality efforts throughout the Air Force. Since starting our quality journey at the beginning of the decade, quality management initiatives have produced significant contributions to both warfighting capability and management efficiency throughout the Air Force.

For several years, we've been refining our continuous improvement methods and have learned a great deal about what works best for the Air Force. Based on

these lessons, the chief has directed us to operationalize quality by focusing on mission tasks and measuring mission performance.

In order to implement the chief's direction Air Force-Wide, we will implement a new strategic planning construct, integrating DOD goals with Air Force goals in the Air Force Performance Plan (Volume two of the Air Force Strategic Plan). This plan relies on clear identification of mission tasks, performance measures and standards which will become our primary focus for evaluating unit performance.

In addition, the Air Force will discontinue use of the Unit Self Assessment and Unit Self Assessment Validations. The Air Force will instead develop a task assurance process at the squadron level to measure task performance against established standards/goals. The unit's task performance will be reported to upper echelons

as appropriate.

As in the past, our quality efforts will focus on finding better ways of executing the Air Force mission. If we perform our assigned mission tasks with excellence and improve that performance in a measurable way, we are operationalizing quality.

The initial step towards operationalizing quality in the Air Force will be found in the Air Force Strategic Plan Volume two, Air Force Performance Plan, to be published by the end of May. Further guidance will be forthcoming through a revised AFD and a transition plan currently under development by the air staff.

In response to Air Force Strategic Plan Volume two, units down to the wing level are expected to develop corresponding plans. These supporting plans must be published no later than one year after publication of Volume two. ☆

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## **'Excuse me, but do you have any change?'**

**Mr. Mike Henry**

*Air Combat Command QMIS*

Those who work with me, or have worked with me, know that I keep a 500 million-year-old (if you believe the evolutionists) fossil sitting on my desk.

I do this for two reasons: First, I take solace in knowing that as old as I feel on any given day, I'm still just a pup compared to it (or, for that matter, our superintendent, Chief Master Sgt. Martin Miller). Second, it reminds me that a tremendous amount of change has taken place since the beginning of time and that continuous change is why we are where we are today.

Now, I know a lot of folks who want to get back to the way things used to be in the "good old days," but I'm here to tell you that's not how Mrs. Henry's cute little red-headed son sees it. Been there. Done that. Don't want to go back.

Oh sure, it's nice to remember simpler times (then again at my age, it's nice just to remember to put your pants on before going to work) when the pace of change was slower and you didn't need an engineering degree to program your VCR. Well Sparky, them days are gone forever; get over it. The fact is, for anyone or any organization to remain viable in this day and age they/it *must* continuously improve themselves/itself.

Don't get me wrong, there are plenty of things that are fine just the way they are. (Like those hot cinnamon rolls dripping with frosting whose fragrance grabs your nose the moment you enter the mall — they turn you into some kind of zombie from

"Night of The Living Dead" who doesn't care a lick about the ongoing cholesterol controversy.)

But consider where we, the Air Force, would be had we not been open to change and innovation. Clearly, we are the *best* air force in the world, staffed by the most highly-trained team of professionals and equipped to the teeth with the latest state-of-the-art equipment. But therein lies the potential for trouble. Let me explain.

It seems to me there is an inherent tendency when one achieves *best* status to become proud and somewhat complacent. It is at that moment that one is most vulnerable. The fact is, somewhere, someone is waiting to knock us off our high horse.

Nothing is constant but change, and we can actively embrace and foster a climate for it — or relegate ourselves to the roles of "also ran."

How do we prevent that? Constant learning, risk taking and a thorough understanding of where you are now (strengths, weaknesses, your mission) and a good idea where you want to go (vision) and how to get there (strategic plan). What could be easier? Okay, almost anything, but we've got to do it.

These are wondrous times we live in ("clap on, clap off") and changes are coming to us at warp speed. We must ensure that we are postured to take a leadership role in carrying the Air Force into the twenty-first century.

Two great leaders, Captains Kirk and Picard, I think said it best: "Let's see what's out there."

Now, "Make it so!" ☆

# Getting through the fog on reengineering

**Col. Gregory Keethler**

AFCQMI

Reengineering — it's become a buzzword used in many ways to mean many things.

Recently, the secretary of the Air Force and the chief of staff signed the Annual Planning and Programming Guidance, which, among other things, tasks all Air Force functional areas to "reengineer their process." The guidance goes on to say that AFCQMI is the Air Force's reengineering agent, and that the functional areas will partner with AFCQMI in their reengineering efforts.

So, what does "Reengineering" mean in this APPG context?

In anticipation of the APPG tasking, AFCQMI undertook an effort several months ago to take a hard look at this very question. We researched industry practices and benchmarked with leading consulting firms to refine our own functional process improvement methodology in developing a model to meet the need for a structured approach to reengineering. The idea is that this will be the basic process used by the Air Force whenever we reengineer.

Actually, the more appropriate term is "organization reengineering," and the idea is to approach the task from an enterprise, or "whole" organization perspective. This is an evolution of our FPI approach, which focused on those one or two processes that offered the best potential for a major breakthrough.

We found, as have others, that FPI's often were hampered in achieving their full potential because the new, redesigned process, though "reengineered" in and of itself, was inserted back into an organization that had not been fundamentally changed, and it interfaced with other processes that had not been changed either.

So, a more "holistic" viewpoint is the logical advance—easy to say, much harder to do. In fact, it's impossible to determine the singlemost efficient way to organize an organization — there are too many variables to measure and too many ways to measure them.

Nonetheless, it is certainly possible to take a holistic view of an organization with an eye toward applying people and

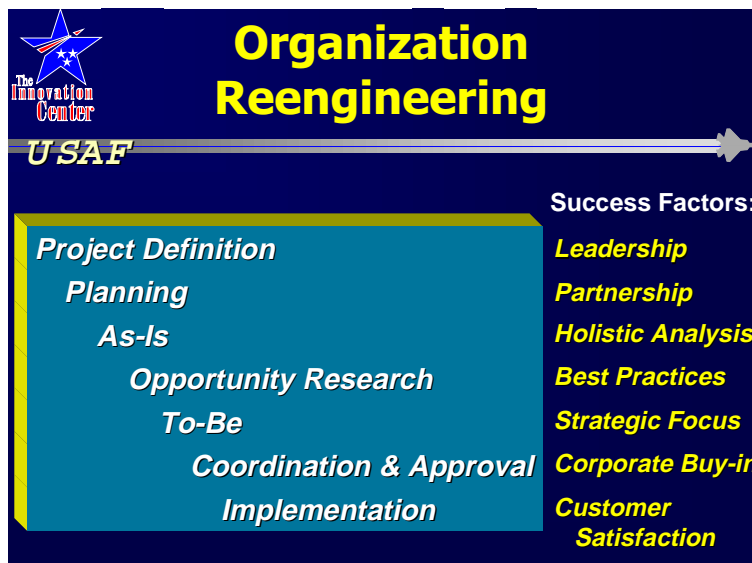
dominant factor influencing the success of a reengineering project, and it must begin in this phase and be pervasive throughout.

## Plan the project

Once the project is adequately defined, a plan must be developed that lays out in detail the "what, why, when, who, and how" of the project. Naturally this is called the planning phase.

The plan forms the basis of a memorandum of agreement between the consultants and the senior leadership of the enterprise. Already we have encountered clients who want to know the "rules of engagement" before even entering into discussion of a project.

It would be fruitless to define a set of ROE that would apply to every reengineering project — they must be tailored to the situation and the needs of the organization. The planning phase is where this happens.



resources to tasks in such a way that high-quality products and services can be provided to customers, but also in a way that takes advantage of opportunities for efficiencies.

With this in mind, let's explore the basic logic sequence of an organization reengineering effort.

## Why reengineer?

First and foremost, it begins with recognition of a compelling reason to change, and most importantly of all, a commitment on the part of senior leadership to bringing about a new state of mission performance.

From these two elements follows development of an upfront, general understanding of what the project entails, who is going to be involved, what the ground rules are, etc. — a phase we call project definition.

The importance of senior leadership commitment and involvement cannot be overemphasized — it's the singlemost

## What do we have here?

The next step — the "as-is" phase — is to thoroughly review all of the organization's products and services in light of the customers' needs, both now and in the future. A considerable amount of time must be spent contemplating what can be expected in the future—this often entails development of scenarios to form the framework of the analysis.

In any case, a thorough scrub of an organization's products and services is the very foundation of reengineering — many products and services in the Air Force are outgrowths of needs that occurred long ago. In this age of rapidly advancing technology, we need to ensure that what we produce still meets a valid need, and that we are anticipating future needs and posturing the organization to fulfill them.

Once the products and services are scrubbed and validated, there begins a process of identifying all of the tasks that  
(See **PROCESS**, Page 8)

## □ PROCESS

(Continued from Page 7)

must be accomplished to produce each one of them. Note that these tasks are combined into processes in the current organization, but at this stage, the existing processes serve only to help us identify the tasks.

This, too, is a major departure from our previous practices—organization reengineering does not dwell on existing processes. In this context, the existing IDEF0 methodology with which many of us are familiar becomes a tool to help identify the tasks, but little else. In fact, there is no prescription for how the tasks are to be identified, nor is there a single definition of “task” — it is whatever suits the situation best.

### Finding best practices

Opportunity research is the next phase, but in point of fact, has most likely already been underway. Benchmarking, competitive comparisons and other techniques are employed to select best practices, opportunities to leverage technology, and other ideas that could be employed in the next phase of the model.

The thoroughness of opportunity research can often be the determining factor on whether any real breakthroughs are made via the reengineering process.

### Where do we want to go?

The “to-be” phase is the most critical of all — this is where the actual reengineering gets done.

A thorough review of the tasks is the key — identification of mutually exclusive tasks that are non-time overlapping reveals opportunities for multi-skilling; combining similar tasks is another tool that often yields considerable economies and efficiencies; tasks associated with products and services that will no longer be provided can be eliminated.

This is also where technology insertion and adoption of best practices — those ideas from the opportunity research phase — come into play.

Strategic sourcing also comes into play — some tasks may best be accomplished by outsourcing or some form of partnership. Using these and other tools, along with a healthy dose of innovation, common sense and experience, new

processes slowly take shape as we apply manpower and other resources to the various tasks.

It may be that some or all of the newly created processes strongly resemble processes that existed in the “as is” organization, and that is fine. However, by focusing at the task level of analysis, we open the door to true innovation rather than creating a strong possibility of marginal improvements to existing processes, which is what we tend to do when we overly focus on them.

Once the new processes are defined, it is critical to derive an organization that is based on these processes (i.e. The new enterprise must operate like it is organized, and vice versa. “Form follows function,” as the saying goes.)

### Communication is key

The communication and staffing phase is another one that overlaps the others. Communication begins with the senior leadership advocating the need for change and continues throughout the entire reengineering effort. Any and all means of communication must be leveraged to obtain buy-in to change by all of the stakeholders — the leadership, the affected career fields, and especially the customers must be nurtured early and continuously.

Buy-in is best obtained when this communication is two-way, because the stakeholders have much to offer about ways to improve the organization.

This can make all the difference when it comes to staffing, vetting proposed changes through the Air Force corporate structure, and getting final approval from the CSAF and SECAF.

### Make it so!

The last and often overlooked step in terms of importance is the implementation phase — many reengineering projects have faltered for want of a well-thought out gameplan for getting from the existing organization to the new one.

Personnel selections in the new organization can be key — the wrong choices could lead directly to implementation failure. This is no time for leadership’s commitment and advocacy to fade.

Performance measures should be monitored to validate the expected

improvement in the customer’s mission accomplishment. Remember, implementation is 90 percent of the effort — it is the place in the process where change actually happens.

It would be foolhardy to believe that the plan was perfect — just the process of implementing will reveal opportunities for refinement.

Through performance based measurement and other techniques, it is critical to assess whether the new organization realizes the gains envisioned in the plan — more opportunities for refinement will present themselves.

### But what about ...

Those of you who have heard of “mission essential tasks” and performance-based measurement in the context of “operationalizing quality” in the Air Force may be wondering how it all fits with reengineering.

The answer is they fit perfectly because they are inherent in the reengineering model — the task approach to analyzing the organization lends itself perfectly to posturing the organization to fit into this construct.

I have given you but a sketch of the reengineering model we at the Innovation Center have developed for the Air Force. However, what I have described — the logic flow or intellectual pattern of reengineering — is the most important element.

The tools and techniques applied during the structured reengineering approach will vary from project to project, but the concept is constant.

There are those who will be frustrated that this method is not a “recipe” — that it is not a “step-by-step,” turn the crank, one-size-fits-all procedure. Not only does such a thing not exist, but to suggest that it does is a disservice to the uniqueness and complexity of every organization.

I hope I’ve conveyed the underlying philosophy of our reengineering approach — for those of you fortunate enough to have the opportunity to apply this model, I wish you an exciting and rewarding adventure. ☆



# AFCQMI completes 1997 CSAF survey

People who think their jobs are important and understand how they fit into their unit's mission are generally more satisfied in their jobs.

Those are the general findings of the organizational climate section of the Chief of Staff Survey conducted in October and November by the Air Force Center for Quality and Management Innovation.

The Air Force Quality of Life Office was responsible for the additional section of the survey that addressed quality-of-life perceptions of military people and civilians. Senior leaders can use the survey results from both sections to identify and to act upon areas for improvement.

In December 1996, Gen. (Ret.) Ronald R. Fogleman, former Air Force Chief of Staff, tasked AFCQMI to complete an electronically administered Air Force-wide survey assessing organizational climate and various quality of life initiatives. The goal of the survey was to obtain grass roots feedback from our most valuable resources — Air Force people.

More than 206,000 active-duty Air Force military and civilians — 39 percent of the Air Force population — responded to the computer-based survey during October and November 1997. Results accurately represent the Air Force population with a confidence level of 99 percent, leaving a less than one-percent margin for error.

The organizational climate section addresses 14 key indicators at the unit level:

job characteristics, unit resources, core values, communication, leadership, supervision, training, teamwork, participation and involvement, recognition, unit flexibility, job satisfaction, member perceptions of performance and a summary measure of general climate.

Overall, officers' responses are more positive in the 14 areas than the responses of Air Force enlisted and civilians.

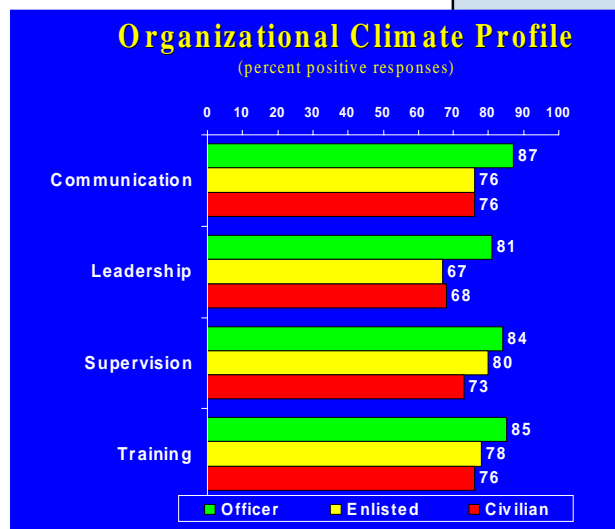
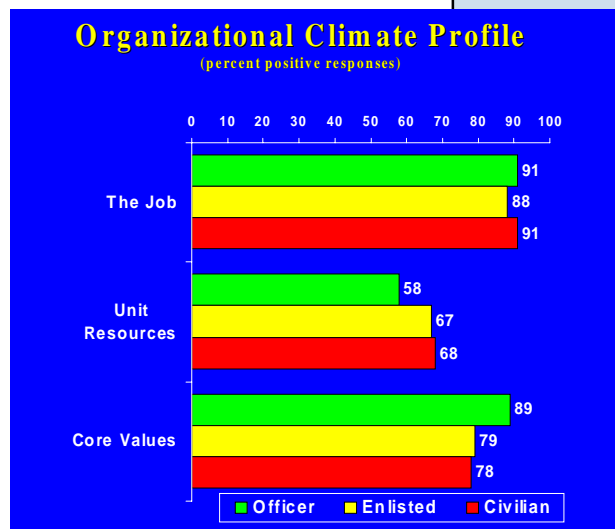
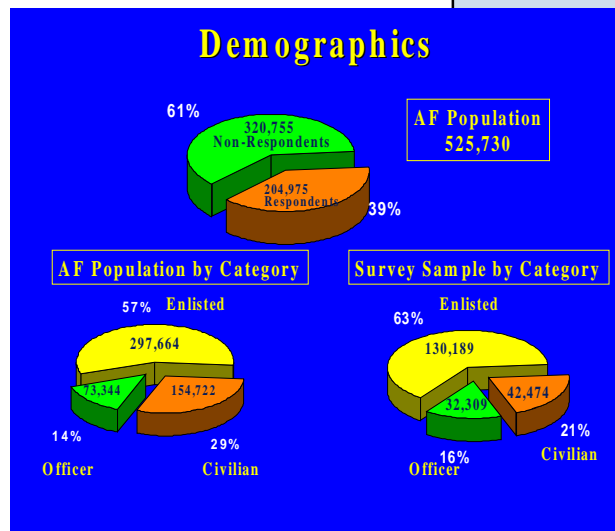
Results from the organizational climate section show airmen rate their jobs as the most positive climate indicator. Eighty-nine percent of survey participants said they use a variety of complex skills to perform challenging and significant tasks.

The next highest indicator among the climate measures is the way unit members rate their unit's performance. All groups — officers, enlisted and civilians — responded favorably to questions that pertain to their unit's quality and quantity of work, ability to accomplish the mission and reputation for getting the job done.

Job characteristics, unit performance, core values, and teamwork received positive response ratings ranging from 80 to 89 percent. Indicators falling in the 70- to 79-percent positive category are supervision, training and development, communication, participation and involvement, job satisfaction, leadership.

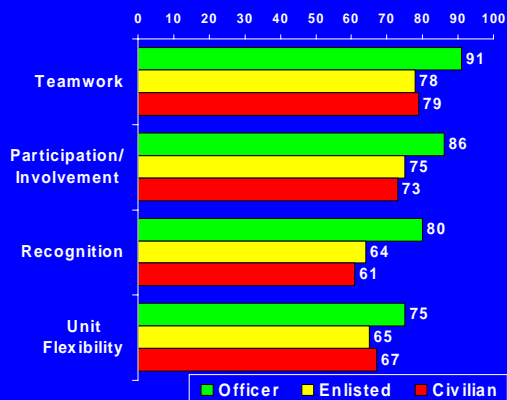
The four lowest-rated climate measures are unit flexibility, recognition, general

(See **SURVEY**, Page 10)



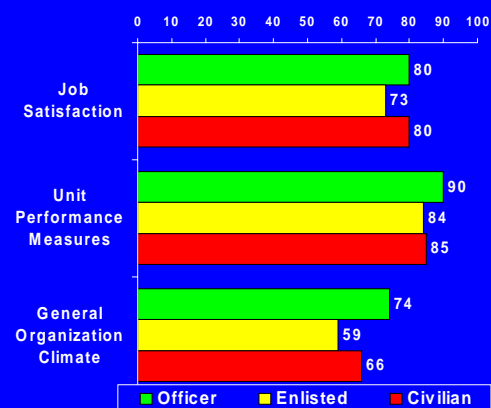
## Organizational Climate Profile

(percent positive response)



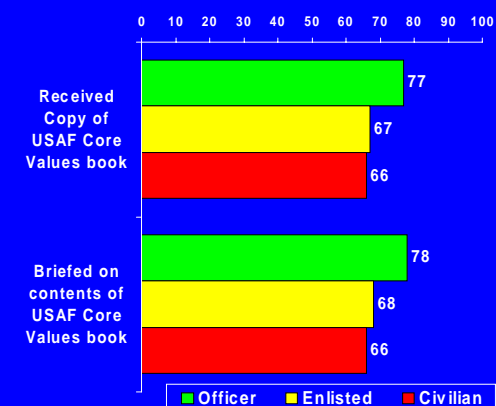
## Organizational Climate Profile

(percent positive results)



## Organizational Climate Profile

(percent said "yes")



## Survey

(Continued from Page 9)

organizational climate and unit resources. General organizational climate received a 63-percent favorable rating. When these results are stratified by rank/status, 74 percent of the officers gave their unit climate a positive rating compared to 59 percent from enlisted and 66 percent from civilians. One of the key measures of organizational climate is unit morale. Fifty-two percent of those taking the survey responded favorably to the statement, "morale is high in my unit."

The survey's quality-of-life section explores community programs, pay and benefits, personnel and operations tempos, housing, educational opportunities and health care.

According to officials in the Air Force Quality of Life Office, the survey uncovers some important associations of several of these quality-of-life areas with retention and readiness.

For example, medical care and educational opportunities continue to rank high in retention value. Meanwhile, commissaries and fitness centers play important roles both in establishing a positive sense of community at Air Force installations and in readiness support.

Other results from the quality-of-life section show tempo is on the rise for Air Force members. Of those who went on temporary duty during the 12 months preceding the survey, enlisted people reported an average of 60 days away from home while officers reported 56. At an average of 83 days, pilots reported the highest number of TDY days.

These TDY figures overall

reflect a gradual rise from levels reported in related surveys conducted in 1995 and 1996.

In another tempo measurement, enlisted people reported working an average of 49 hours per duty week and officers 55. Again, these hours represent an upward trend from numbers reported in a 1996 Air Force-wide survey (46 hours for enlisted, 51 for officers).

Reviews of medical care for military members and families show that the transition to TRICARE is causing concern and confusion. Only 44 percent of enlisted people and 53 percent of officers said they were satisfied with medical care for themselves and their families.

These results contrast to more positive results received from Defense Department health-care satisfaction surveys. However, the quality-of-life section of the survey went to all active-duty people, even though TRICARE is not yet in place worldwide. Officials in the Air Force Quality of Life Office said that more meaningful results will be achieved once all of TRICARE has been in place for one to two years.

As for shelter, the majority of people are satisfied with family housing, but significantly fewer enlisted members are happy with dormitory living. Satisfaction with housing allowances is on the low side, with only 30 percent of enlisted people and 44 percent of officers saying such allowances are adequate. Other negative assessments of compensation were witnessed in the areas of military pay and retirement.

Besides improving the

(See **SURVEY**, Page 11)

# Air Force Space Command MQ team develops skills as internal consultants

By Frank Peais  
AFSPC/QMIF

Air Force Space Command manpower and quality professionals recently added some new tools to an already diverse toolbag of skills.

In December 1997, members from the quality management innovation flight, headquarters directorates and units around the command completed an intense, collaborative consultation course taught by Gant Associates, Inc., an internationally known management consulting firm.

The 18 students attended two workshops — personal leadership and change in large systems.

The personal leadership workshop helped students develop a better understanding of themselves and helped participants to develop an awareness of their personal qualities, strengths and areas

for personal development. This experiential learning workshop also helped students understand stages of group development and helped them develop interpersonal skills such as active listening, giving and receiving feedback, and risk taking.

A second workshop studied large system's change. The workshop helped the students define systems and their characteristics, define and identify the roots of the organizational development process, and examine assumptions about organizational change and change theory. Through case study review, the students began to experience the process of collaborative consultation.

Practical application of the collaborative consultation process came under the watchful eyes of Dr. Jack Gant and Lt. Col. Cynthia Murray, chief of AFSPC consulting.

Students were assigned to

consulting teams and given an assignment with AFSPC clients. Issues included exploring alternative work environments and how to manage headquarters' reductions for Lt. Gen. Lance Lord, AFSPC vice commander; business process working group roles and mission definition for Maj. Gen. John Woodward, AFSPC director of command control systems; and 21<sup>st</sup> Space Wing Communications Squadron metrics.

Each consulting team made the initial client contact, developed a contract with the client, collected and analyzed data, provided feedback to the

client and worked with the client to develop interventions, strategies, and action plans. Some teams are now working on follow-up evaluations, next step planning, and recontracting with their clients.

Since graduating from the course, the cadre of AFSPC consultants have been busy consulting with various clients on projects such as the HQ mission teams operations, range safety integrated product team, outsourcing & privatization visioning project, AFSPC Quality of Work Life Conference, AFSPC Mentoring Program and a HQ task analysis to name a few. ☆



## □ Survey

(Continued from Page 10)

well-being of Air Force people, the Air Staff will study the survey to see what factors affect quality of life for people stationed on long and short overseas tours compared to people stateside.

The Air Force Center for Quality and Management Innovation began distributing tailored results in early April. Major command, numbered air force and installation commanders will receive aggregate organizational climate and quality-of-life information. Unit commanders who had enough people respond to the survey to form a statistically valid sample will receive a unit organizational climate report.

A "virtual consultant" will be available under the "AF Survey" link at the AFCQMI homepage to offer on-line assistance, with knowledge about the climate factors, frequently asked questions, questions from other units and

answers posted by Air Force organizational development experts. Also, visitors to the virtual consultant can submit new questions which will be answered by members of the survey team.

Air Force officials plan to administer the next Chief of Staff Survey in spring 1999. (Courtesy Air Force News Service and AFCQMI Chief of Staff Survey Team) ☆

## ***Coming soon!***

Watch the AFCQMI website for the final survey results in MS Powerpoint format

<http://www.afcqmi.randolph.af.mil>

# O&P division working harder to help you

By Maj. William McIntyre  
AFCQMI

Jump Start has brought on a wave of outsourcing studies and is swamping our already saturated workforce and the Innovation Center's outsourcing and privatization folks are working to provide the field with tools to assist in executing O&P strategies.

We highlighted the O&P web page, one of our most important tools, in December's Innovator. Here's an update on the tools we have now and those we're working on to assist in the O&P effort.

## Available now

**A-76 training** — Providing high quality training is one of our top priorities. We spent over \$2 million in training more than 3,200 people last year, and we're set for a repeat performance this year. The contractors who provided this training for us got rave reviews. Based on inputs we received from the commands, we will offer the same three courses as last year (Performance Work Statement Overview, COMPARE, A-76 Overview), plus three additional courses (Functional A-76 Training, Most Efficient Organization Development, COMPARE Refresher).

We also expanded our pool of qualified contractors who provide this training. This assures you better class access and the high quality instruction you deserve. The only drawback this year is (you

guessed it) bucks. Although we have a sizeable unfunded request in — and we're hopeful of full funding — we received only a small fraction of the training funds we enjoyed last year. We'll keep you informed as the funding situation develops.

For additional information on our training program, check out the Innovation Center's O&P web page. If you want to schedule yourself for any of these classes, contact your MAJCOM A-76 program manager.

**O&P web page** — This authoritative go-to source for O&P information continues to be the cornerstone of our clearinghouse function and the repository for our O&P tools and information. It provides "big-picture" background information for Air Force leaders as well as on-line access to detailed information such as PWS development, MEO development, lessons learned, technical guidance, training, etc. Our hyperlinked A-76 reference guide seems to be extremely popular. This guide takes a person through the entire A-76 process, allowing them to "drill down" to whatever level of detail they need on any selected A-76 process step. Check it out!

We are particularly proud of a recent addition to the page, our Installation Commanders' Handbook — a high-level primer of the entire A-76 process geared for installation leadership. Another extremely useful feature are the direct links to sources of other O&P information from across the Air Force, Department of Defense, the Federal Government and industry.

Even if you have logged onto our O&P page in the past, please continue to visit as we are continuously posting exciting new changes to the page.

## Coming attractions

**Strike teams** — With the O&P "tsunami" potentially doubling or even tripling the 170 or so studies already in progress, we're exploring several ways to assist the field in handling this workload.

The strike team concept would form AFCQMI teams to kick-start base O&P efforts. These teams could assist in training, PWS/MEO development, process overview, data gathering, etc. The deployable teams would visit the requesting base for three or four days to help with particular problems or to just get them started on their study.

Although still in the planning stage, we envision requests coming to AFCQMI/CC from the MAJCOM/XPM or a functional community after all resources at the base and MAJCOM level have been exhausted. Because of AFCQMI's own limited resources, AFCQMI/CC could pick those requests that have the highest value to the Air



The O&P portion of the Innovation Center's website promises to give you the best information for your O&P journey.



Force. The focus of the teams would be to assist the field in executing Jump Start plans. Stay tuned.

**Contractor augmentation** — Even with strike team help, the number of studies could easily grow beyond the capability of the Air Force to perform totally with in-house resources. One option to bridge this workload/capacity gap is to tap into the wealth of experienced, qualified contractors able to assist in any stage of A-76 execution. Many DoD (and some Air Force) units have already taken advantage of contractors to augment their A-76 efforts. But who do you go to? What contracts are out there for you to use? How do you use them?

AFCQMI is stepping in to help answer these questions. We are in the final stages of designing a contractor augmentation database that will give you a list of current contracting vehicles and contractors available to help you with all aspects of your studies. To make your search easier, each contracting vehicle will have a fact sheet of information you'll need to consider in determining if it's the right vehicle for you (brief scope definition, ordering instructions, government POC, list of contractors performing under the contract, etc.). The list of contractors also includes an "experience database" detailing work the contractor performed in the past, including government POC information so you can check on the quality of that work.

The database will be on the Innovation Center's O&P web page, and will be constantly updated and kept current. We see this as a crucial tool for both functionals and contracting officers faced with short resources. Funding for contractor augmentation is still an open question. This list became available March 11, but we will add to it as we expand our list, so if you don't see a good match, be sure to check back.

**Web page improvements** — All good things can get better, and we're constantly looking for ways to improve the O&P web page. We're sporting a new look with design changes and navigation bars to make your surfing easier. We're also discussing adding newsgroup-type forums and live discussions on O&P issues, allowing more effective sharing of lessons learned and providing quicker answers to O&P questions.

Our upcoming "industry corner" will allow private industry access to important information they need to know to allow them to be true partners in our O&P efforts. How would you like us to acquire auto-send capability so you are automatically updated when something new appears on our page, or something significant changes? We'll review your feedback and look at making that technology available in the future.

**A-76 Software Enhancements** — We're also working numerous software upgrades to CAMIS



***O&P  
on the  
web***

[www.afcqmi.randolph.af.mil/op/](http://www.afcqmi.randolph.af.mil/op/)

and COMPARE to make those programs easier and more useful to you.

**COMPARE:** The OMB Circular A-76 cost comparison program, used to compare the cost of government vs. contract performance, is being upgraded to Windows 95™ and reengineered to incorporate many new system enhancements. One of those enhancements provides a capability to perform multi-location cost studies. An online COMPARE handbook and extensive help aids will hallmark the program. Look for this in February.

#### **Commercial Activities Management**

**Information System (CAMIS) quick fix:** This software program is essential to manage and track the status of all A-76 initiatives, and to perform quantitative analysis, and all Air Force reporting. The program is now undergoing several design changes. The first is a "quick fix" to the current DOS version to incorporate some directed OMB and OSD reporting requirements that must be distributed prior to the new Windows based reengineered version. The quick fix release to the DOS version will be distributed in April.

The second phase of this effort happens in two stages. Stage one involves moving the current program from DOS to Windows and will be distributed in September. The second stage involves a complete reengineering of the program and incorporates many new enhancements. This final version will be distributed in April 1999.

**Cats and dogs** — We have other projects in the hopper, including the development of an MEO study checklist, MEO templates and a unique, fun C-130 Gunship role playing exercise to help teams get into the A-76 mindset prior to starting a study.

We also need your help. Despite having "innovation" in our name, YOU in the field are the true innovators. The people doing the work are in the best position to know what kind of help you need from us. Are we working on and providing goods and services you need? How can we better help? Please let us know today. ☆

## It's a good IDEA!

With a stroke of a pen, the IDEA program became fully operational Feb. 9, 1998.

This is good news to all submitters who had waited anxiously for their ideas to be officially recognized and ultimately monetarily rewarded.

Program managers at the Innovation Center said as the program goes forward in its first year, exciting things are happening in the planning arena. Different aspects of the program are gradually phasing in and electronic processing of submissions is first on the agenda.

In October, the IDEA analysts in the manpower and quality arena will start testing the electronic processing phase and iron out the bugs.

Based on their experiences during the year long test period, IDEA program managers expect to move forward in the next phase in October 1999 as planned.

At that point, the on-line IDEA program will be available to all Web users. Immediate tracking of one's IDEA submissions is one highlight of this portion of the program. In addition, evaluation of ideas will take less time, with recognition and reward following suit.

In an effort to ensure all good ideas flying around out there are captured, do the right thing — submit your ideas. Today's ideas are tomorrow's future!

## AF renews CCI membership

Headquarters Air Force recently renewed annual membership in the Council for Continuous Improvement.

One benefit of membership is free attendance at CCI events, which come in three flavors: general sessions, conferences and regional forums.

CCI general sessions are annual conferences which typically last two days and provide opportunities for formal and informal networking.

Conferences feature workshops, keynote speeches, presentations and learning sessions. Speakers are from CCI member and non-member organizations.

Regional forums are small conferences held within a CCI region. Typically, regional forums last one day, are held two or more times each year and feature presentations and networking activities.

AFCQMI hosted the central region forum last year at Lackland AFB, Texas. The Innovation Center will host the central region forum again in June. The following is a schedule of CCI regional forums and general session for 1998.

- April 27-29, General Session, Las Vegas, Nev.
- May 18, CCI/ASQ Forum, San Francisco, Calif.

- June 17, CCI Forum, San Antonio, Texas
- July 30, CCI Forum, Sacramento, Calif.

One way to look at it is these forums are "already paid for." This is an opportunity to share you're best management practices with Air Force members and other industry members.

Maybe you'd like to present a paper? You can sign up for a CCI forum or conference directly at the CCI web page (<http://www.cci.org>).

Contact Master Sgt. James Grenier at DSN 487-6866 or e-mail him at: [grenierj@afcqmi.randolph.af.mil](mailto:grenierj@afcqmi.randolph.af.mil).

# Innovator.



# Web.

# Go.

# Now.

<http://www.afcqmi.randolph.af.mil>

# RAPTR research improves process reengineering

**Capt. Cassie Barlow, Ph.D.,  
Sam Kuper, 2nd Lt. Jason Johnson**  
Wright Patterson AFB, Ohio

Process change is occurring within the Air Force community with increasing frequency.

Processes are being reengineered to streamline and increase the effectiveness of operations. Examples of such changes include the depot repair enhancement program, contract repair enhancement program and aircraft repair enhancement program which are reengineering efforts designed to maximize the logistician's effectiveness in an era of declining budgets and resources.

Reengineering efforts have been met with varying degrees of success. A widely cited figure in the change management research literature suggests that 70% of all reengineering efforts fail to achieve the results envisioned.

The reasons for failure are many. Some of the most pervasive are failure to address and/or overcome organizational issues (i.e. climate and culture), lack of top management support, and lack of understanding how to successfully reengineer and implement the redesigned processes.

The readiness assessment and planning tool research program at the Air Force Research Laboratory's Human Effectiveness Directorate aims to enhance the effectiveness of personnel in process redesign efforts. The research and development program has identified the keys to reengineering success and this information is being used to develop a concept demonstration reengineering tool which will increase the speed and effectiveness of redesign efforts.

The tool is designed to assist all change efforts, from radical redesign to more moderate process improvements, by assessing the organization and reengineering team's readiness for change, providing a tailored "cradle-to-grave" reengineering methodology, tool recommendations, and an electronic project data repository.

The RAPTR research is being conducted by the Air Force Research

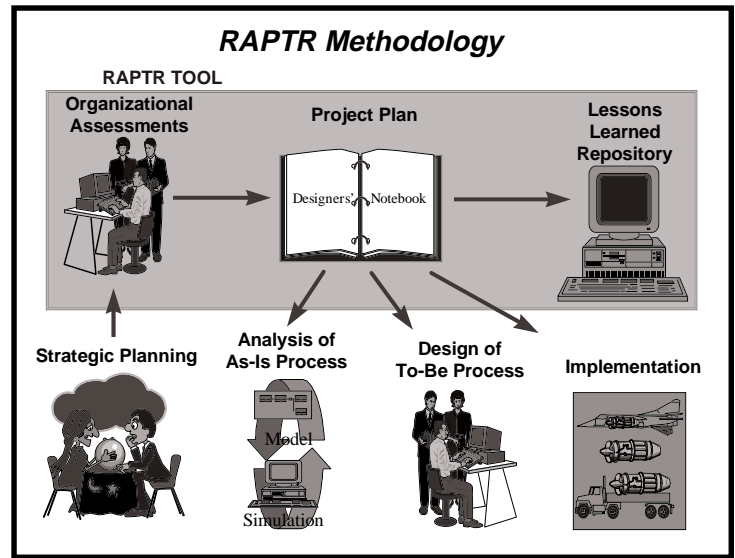
Laboratory, the Wayne State University Department of Anthropology, the Industrial Technology Institute and Wizdom Systems, Inc. in cooperation with the Reengineering office at Robins AFB, Ga. Much of the research has been conducted at Robins, where the demonstration of the prototype will occur.

A key component of the RAPTR tool is the reference model of change management. The reference model is based on research which determined all of the possible steps in successful redesign and implementation of a new process. It contains the collective knowledge of the "state of the practice" reengineering methodologies and related research.

It also provides guidance, templates, and appropriate tool (i.e. process modeling, simulation, and document management) recommendations for completion of various steps in the redesign process based on assessment tools embedded within RAPTR.

The RAPTR tool tailors the reference model for each project based on assessments of the organization's readiness for change in terms of organizational (climate and culture) and technology issues. Additionally, it assesses the team's ability to perform the reengineering tasks based on the skills of its members. The tailoring provides a unique redesign methodology for every project. The RAPTR tool will allow the reengineering team to further modify the tailored reference model based on their judgment and experience. This modified reference model is the basis for a project specific "designer's notebook".

The designer's notebook is used to



*The RAPTR methodology will increase the speed and effectiveness of reengineering efforts.*

electronically store all data and documents used by the reengineering team. Among other information, it will contain the project plan, project documents, templates, links to tools, training and examples, project status and other project information and is accessible to all members of the reengineering team.

Other RAPTR tool functionality will include a searchable library of information and lessons learned from past projects, corrective action recommendations based on the assessments, and reengineering training tools.

In summary, RAPTR research aims to provide information to increase the speed and effectiveness of reengineering efforts by assessing the organization and reengineering team's readiness for change, providing a tailored "cradle-to-grave" reengineering methodology, providing tool recommendations and an electronic project data repository.

For more information on the RAPTR program, you may contact myself or Sam Kuper in the sustainment logistics branch of the Air Force Research Laboratory at DSN 785-8363 or -9684. ☆



The Innovation Center web site moved from its functional design to a more streamlined design featuring a contents "frame" that gives visitors one-click access to other modules within the site.

## AFCQMI launches renovated web site

**SSgt. Paul Coupaud**  
AFCQMI

A surprise awaits visitors to the Air Force Center for Quality and Management Innovation web site.

The year-old look and navigation of the site has been replaced with an updated appearance, improved navigation tools and a more logical organization of the content.

Technically, the main change is the addition of a contents "frame" — an element of the page that remains visible virtually (pardon the pun) anywhere in the site the visitor may browse. The frame basically contains a list of links to the major modules in the site and reduces the path visitors make from one module to another.

For example, if a site visitor is looking in the "curriculum" page at Council for Continuous Improvement material, they will need but make one click to get to information about awards. With the previous site design, this trip would've been a three-click trip.

The appearance moves away from its functional design and moves a step toward a more commercial appearance. With this change, news and highlighted areas of the site

will be more noticeable to site visitors as soon as they land at the site. Previously, visitors had to scroll down the page to see new information. Visitors looking for particular information on the site might not wait and look before clicking into one of the other module areas.

Finally, some of the content has moved in the site. Instead of having Air Force Instructions, documents and publications scattered throughout the site, visitors have one-stop shopping in the new "library" module. Some documents will be dual-linked from their more familiar locations in the site for a short time as visitors become accustomed to the new structure.

Another location change involves symposium information. Previously its own module, information about the symposium and other AFCQMI-related events now resides in the "events" module. This area will include information on the Worldwide MQ Conference and where the AFCQMI roadshow booth will be appearing.

Stop by the site and see the new design for yourself. Also, please take a minute to click the "webmaster" link and drop me a note with your comments, suggestions or questions. ☆



# AWO team saves money for comptrollers

**Maj. Calvin Loving Jr.**  
*Air Combat Command QMIS*

The Air Combat Command Action Workout Team responded to a request from the 99<sup>th</sup> Air Base Wing commander at Nellis AFB, Nev., to examine their financial management processes.

Headquarters ACC consultants and wing personnel analyzed the financial processes to narrow this event to four main areas: acquisition processing, travel and data processing, report reconciliation, and annual financial management.

All four teams worked within each financial management process' critical path to make substantial improvements by eliminating redundancies and unnecessary process steps. The teams consolidated processes, changed facility layouts, re-aligned personnel, and introduced automated forms and electronic signatures to reduce travel distance. Their improvements resulted in significant reductions in all 16 processes addressed during the AWO.

The Acquisition Processing Team worked numerous processes including

receiving reports, acquisition forms to include military interdepartmental purchase request, AF Forms 616, AF Forms 9, miscellaneous obligation reimbursement documents and vendor inquiries.

In one process, the automated use of AF Forms 616 and MIPRs dramatically reduced distance traveled and cycle time required. The resource advisor can now electronically generate forms and e-mail them to FMA and the accounting liaison office without leaving the office.

The team also proposed moving the travel and military pay sections together, as well as the FMA and liaison offices together to bring all like functions together. This also moves the military/travel pay supervisor closer to the sections he manages.

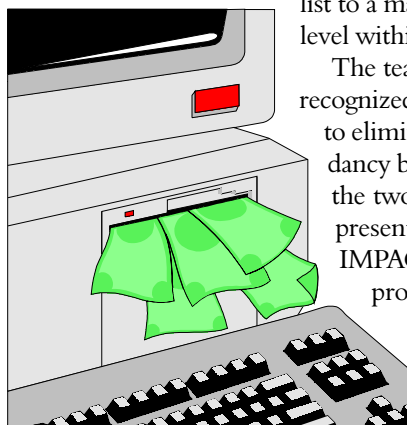
AF Forms 9 processing was a lengthy task due to Government Accounting Office restrictions on electronic signatures. Moving these two sections together reduced travel distance from 876 feet to less than 10 feet, a 99 percent improvement.

The Daily FM Processes Team looked

at travel vouchers, temporary duty orders and standard base supply system supply and medical target loads.

The team improved the travel voucher process by eliminating process steps for labeling envelopes and preparing transmittal paperwork. The elimination of these process steps can save \$800, two percent of travel pay's annual budget.

The TDY orders



process improved by revising quality standards for the acceptance and processing of TDY orders. The team helped develop policy guidance and educational material to distribute to RAs and to the general base populace regarding accurate procedures to pre-estimate and pre-address all incoming travel orders.

Relocating the TDY order drop box and the service technician also shortened the cycle-time and distance traveled.

The Reports Reconciliation Team examined the cycle for

processing AF Forms 9, the government outstanding travel orders, IMPAC 4009 processing, and medical and transportation expense reports.

The government outstanding travel orders process was the epitome of waste. The outstanding travel order listing averages 1,500 line items per month, representing approximately \$300,000. "Project Clean Slate" helped develop a process to reduce the list to a manageable level within 30 days.

The team also recognized the potential to eliminate redundancy by combining the two processes presently utilized in IMPAC 4009

processing into one, more efficient process.

These improve-

ments had a dramatic impact on cycle time and completely eliminated the distance traveled by all agencies involved.

Monthly medical and transportation expense reports might have been identified as painless processes needing little expense of manpower or resources, but the team focused on the efficiency of the process and the wasted motion and found the process required other units to send someone to get a data disk from the 99th Comptroller Squadron to do a monthly expense report.

The team contacted all affected agencies and arranged for them to obtain the necessary software to access the data from their own computers within their work centers. This was a definite win-win situation for all agencies involved.

The Annual Processes Team looked at budget execution review, year-end closeout, initial budget distribution and FINPLAN development.

The team developed a training plan for all RAs to reduce the budget review process by 12 days.

An automated program implemented a paperless environment that eliminates redundancies and streamline distribution to the RAs. The comptroller squadron plans to use the new procedures during this fiscal year's activities to test and refine the new processes.

The enhancements introduced during this AWO touch every customer of the 99th CPTS and establishes a test base for these processes. The team members' efforts during this AWO not only had a significant impact on the squadron's processes, but also provides evidence that present technology can enhance both customer service and process efficiency without compromising internal process security. ☆

# Stars shine at Innovation Center awards banquet



Glade

The 1997 annual Innovation Center winners highlighted a night of Broadway music and fun as the Air Force Center for Quality and Management Innovation held its first awards banquet to honor annual winners March 27.

AFCQMI members and teams recognized for their achievements in 1997 were:

Officer: Maj. **Cary Glade** (MQB)  
Senior NCO: Master Sgt. **Jeff Kahne** (MQF)  
NCO: Staff Sgt. **Paul Coupaud** (MQD)  
Senior Civilian: **Jack Michener** (AFMRF)  
Civilian: **Luis Jimenez** (MQB)



Kahne

Natural Work Team: **Medical Team** (**Ramona Pope** (team leader), 2nd Lt. **David Brazgel** (co-leader), Master Sgt. **Louis Jones**, Tech. Sgt. **Thomas Carmean**, Tech. Sgt. **Irvin Miller**, **Claudia Fleming-Howlett** and **Eva Young**.)

Cross Functional Work Team: **Air Force Innovation Symposium Team** (Maj. **Shannon Switts** (team leader), Capts. **Carolyn Destefani**, **Troy Hawk**, **Gene Wynn**, **Sidney Goehring**, Senior Master Sgt. **Will Allbee**, Master Sgts. **Diane Foote**, **Ingrid Metcalf**, **Judy Smith**, Tech. Sgts. **Lynne Gibson**, **David Riggs**, Staff Sgt. **Paul Coupaud**, **Celia Benevides**, **Joe Hayes**, **Irma Garcia**, **Joe Burkett**, **Ann-Marie Jones**, **Pat Mantor**, **Reneé Nolan**, **Lori Sudoll**, **Audrey Tudyk** and **Eva Young**.)



Coupaud

Maj. **Cary Glade** was the leader of the Air Force Weather Reengineering Study, a benchmark effort that not only saved more than 800 manpower authorizations, but was also endorsed by the Air Force vice chief of staff as the model for retooling the Air Force for the 21st century.



Michener

Master Sgt. **Jeff Kahne** has an unrelentless "can-do" attitude and has consistently been selected for some of the Center's most demanding projects. A premier facilitator, he was hand-picked to lead the Innovation Center's initial strategic planning effort where he organized 45 Center members into five planning teams for the facilitation of an offsite for AFCQMI senior leaders.

Staff Sgt. **Paul Coupaud** established and ran a public affairs function for the new Innovation Center. Recognizing the need for a method to communicate extensively with the rest of the Air Force, Coupaud established a web site that's second-to-none and also created the "Innovator," a web-based magazine for the manpower-quality career field.



Jimenez

**Jack Michener** is synonymous with manpower readiness and coordinates all MQ exercise actions for the Air Force Manpower Readiness Flight. With more than a decade in manpower

readiness, he was tasked with managing the 18 month POSITIVE FORCE 98 effort, a joint staff-directed exercise for assessing manpower and personnel's ability to operate under deployed conditions.

**Luis Jimenez** provided expert representation of the manpower community in the Advanced Academic Degree Integrated Product team. His leadership, facilitation and research were invaluable to the group's understanding of the current complex, non-standardized Advanced Academic Degree process.

The **medical team** completed four major process improvement and reengineering projects in the Air Force medical community. The bottom line for the four projects is a potential monetary savings of between \$13 million and \$26 million. Due to their significant accomplishments, the USAF Surgeon General requested the medical team partner with his staff in the reengineering and rightsizing of the entire Air Force medical community.

The **symposium team** took on the highly complex Air Force Symposium as AFCQMI hosted its first world-class gathering of more than 1,800 Air Force members. This team's efforts had a worldwide impact as people were given the opportunity to hear views of senior Air Force leaders and explore best practices within the Air Force.



Symposium Team



Medical Team

# MQ Spotlight

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**Rank:** GS-12

**Location:** 12<sup>th</sup> Flying Training Wing, Randolph AFB, Texas

**Position:** Chief, MQ Support and Programs Branch

**Highlights:** *Highly motivated and dynamic, she was MQ chief during a three-month lapse between office chiefs.*

*She has spearheaded several wing commander special interest items. A key player in process improvement working groups, she not only secured valuable software for determining "performance measures", but also had an executive overview of software capabilities specifically tailored to group and squadron commanders.*

*A gourmet cook, her "bread pudding" is a staple at every 12<sup>th</sup> FTW get-together. An expert seamstress, she has made beautiful window treatments for every office in the building. A New Orleans, La. native, Barb and husband, Roger, host outstanding MQ Mardi Gras parties each year.*



Is someone in your office deserving of recognition? Send information and a photo to the Innovator editor. See Page 2 for address information.

## 13 join MQ 'seniors' tour

Congratulations to the MQ NCOs selected for promotion to senior master sergeant

**Caesar, John A.**, MacDill AFB, Fla.

**Carter, Dennis W.**, Randolph AFB, Texas

**Davis, James E.**, Robins AFB, Ga.

**Doucette, Paul A.**, MacDill AFB, Fla.

**Drysdale, Cheri L.**, Dyess AFB, Texas

**Durham, Eileen V.**, Randolph AFB, Texas

**Fearrington, Susan**, Hickam AFB, Hawaii

**Foote, Diane M.**, Randolph AFB, Texas

**Foster, Anthony M.**, Hickam AFB, Hawaii

**Heitmann, Dennis H.**, Ramstein AB,

Germany

**Kinney, Terry A.**, Gunter Annex, Ala.

**Underwood, James T.**, Kelly AFB, Texas

## AFCQMI award winners

The Innovation Center's first quarter winners are:

Company grade officer ..... Capt. Andrew Wallen

Senior NCO ..... Master Sgt. Diane Foote

NCO ..... Tech. Sgt. Mike Young

Senior civilian ..... Doug Hendrix

Civilian ..... Janie DeLuna



*Col. Peter U. Sutton, (left) and CMSgt. Wayne D. Petro, commander and senior enlisted advisor of the 11th Wing, Bolling AFB, Washington DC, pin master sergeant strips on Donald Lane Jan 5, 1998 under the Stripes To Exceptional Performers program.*